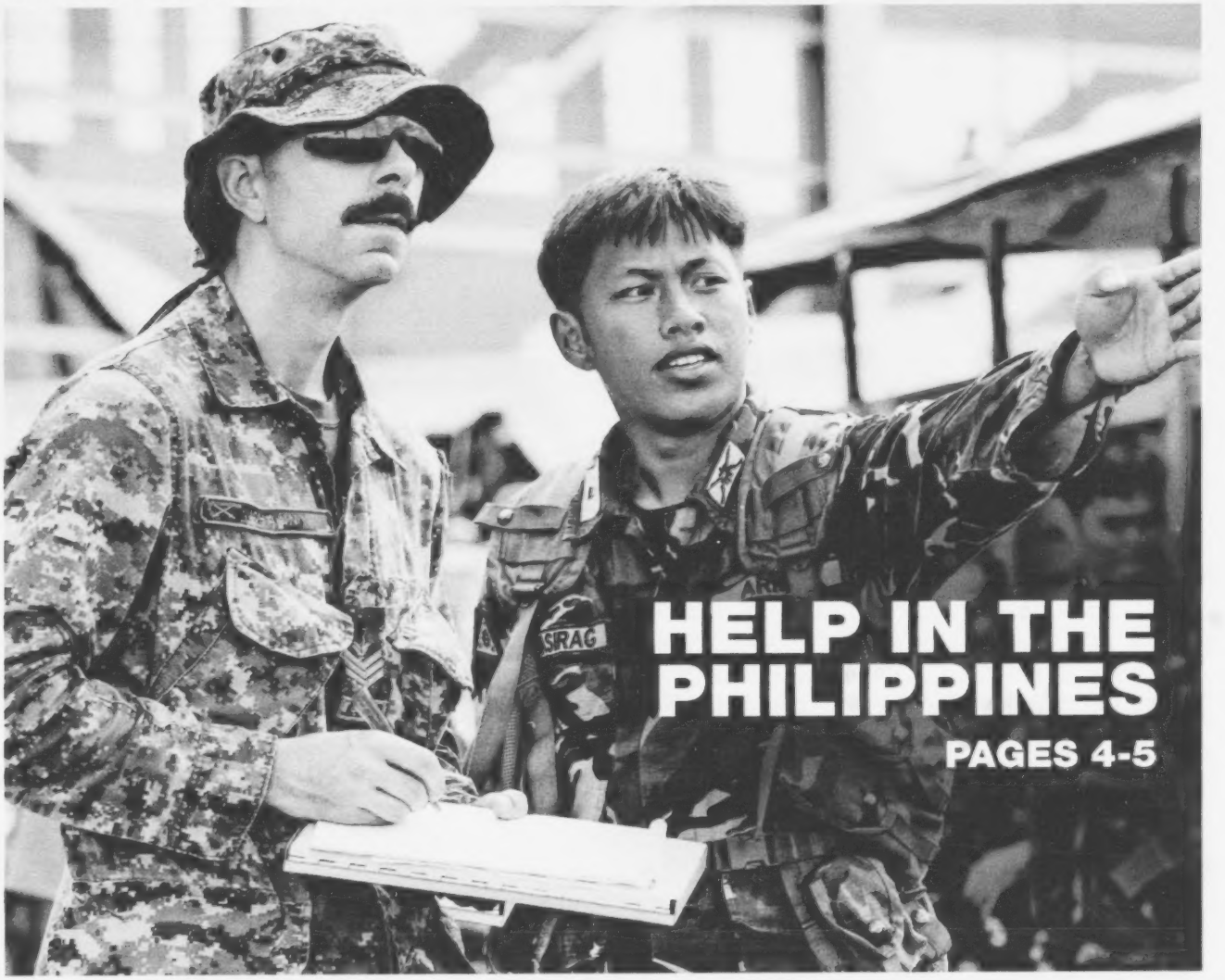
THE Maple Leaf

LA Feuille d'érable

December 2013, Volume 16, Number 11

Keeping the Defence Team informed

Français au verso



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'TIS THE SEASON... 16

National Defence / Défense nationale

Canada

ASK THE COMMAND TEAM

THE CDS AND CF CHIEF WARRANT OFFICER WANT TO HEAR FROM YOU

If you have a question or comment about what is happening in the Canadian Armed Forces, please send your email to **+AskTheCommandTeam-Equipedecommandementvousrepond@ADM(PA)@Ottawa-Hull.** Your message will be reviewed and the CDS or CF Chief Warrant Officer will respond to a selection of questions in upcoming editions of *The Maple Leaf* and on the Defence Team intranet site.

Q **Sir: *Ref: A. CAF Junior Officer Development***

B. CANFORGEN 107/13 CMP 044/13 251307Z JUN 13, CANADIAN ARMED FORCES NON COMMISSIONED MEMBER PROFESSIONAL DEVELOPMENT MODERNIZATION PROGRAMME UPDATE

1. **Why is it that officers enjoy free professional development but NCMs profession development is on a cost recovery?**
2. **Formerly NCMs could participate in OPMEs, if they could get a slot. Now this has been taken away.**
3. **What happens to the OPME credits an NCM has earned?**

A Thank you for your pertinent and timely question. Our professional development programmes have gone through a number of changes over the years and continue to evolve. I have responded to your three questions in the same order they were posed. I have also included a few references.

Refs: A. CANFORGEN 218/12 CMP 101/12 011212Z NOV 12, CANADIAN FORCES JUNIOR OFFICER DEVELOPMENT (CFJOD) PROGRAMME

B. CANFORGEN 107/13 CMP 044/13 251307Z JUN 13, CANADIAN ARMED FORCES NON COMMISSIONED MEMBER PROFESSIONAL DEVELOPMENT MODERNIZATION PROGRAMME UPDATE

C. Education Reimbursement: Mil Pers Instr 17/04 and CBI 210.80 for Reg F members, and CBI 210.81 for P Res members

1. Why is it that officers enjoy free professional development but NCMs profession development is on a cost recovery?

The Government of Canada has directed that all Canadian Armed Forces officers must have an undergraduate degree. For that reason, the CAF is mandated to provide officers with this level of education if they do not already possess it upon enrolment. In some cases, depending on the needs of the institution, a post graduate degree may also be sponsored for a few select officers. It is important to note that the majority of CAF officers can apply for Education Reimbursement (ER) (reference C) to help defray a portion of their post graduate studies and that they are subject to the same monetary limitations as Non Commissioned Members in this regard.

On the other hand, NCMs are not mandated to have academic development or education beyond what is prescribed by their occupational requirements. For most occupations, a grade 12 Ontario equivalent is the stipulated requirement. Therefore, NCMs are afforded academic opportunities for the purpose of self-development. Since these opportunities are voluntary and beneficial to both the CAF and the member, the CAF reimburses tuition and associated costs as described in the ER policy. An Individual Learning Plan (ILP) must be submitted prior to the commencement of the programme in order to be eligible for reimbursement under ER. With this said, as the future security environment and the technical aspect of much of what we do as military members evolves, our requirement for education upgrades may change.

2. Formerly NCMs could participate in OPMEs, if they could get a slot. Now this has been taken away.

While the Officer Professional Military Education (OPME) programme was not designed for NCMs, NCM's were given the opportunity to participate on a space available basis. As announced at reference A, the OPME programme was replaced with the Canadian Armed Forces Junior Officer Development (CAFJOD) programme. The CAFJOD is a professional development programme for Junior Officers, and there are no academic credits attached to CAFJOD. From an academic standpoint, there is no requirement or benefit for NCMs to participate in the CAFJOD programme.

As of July, NCMs may register for the Defence and Security Certificate (DSC) through either Algonquin College or La Cité Collégiale. This program recognizes the military experience and professional military education received by NCMs. At present, NCMs with two years of military service who have completed their Basic Military Qualification receive nine course-credits towards the total of 13 credits required to complete the DSC. Upon completion of the four requisite courses, NCMs may complete the second year of the programme which leads to a Diploma of General Arts and Science. The DSC is the first in a series of programmes that Canadian Defence Academy is developing in concert with Canadian Community Colleges that will provide maximum accreditation for military experience and PME at each development period throughout one's career.

3. What happens to the OPME credits an NCM has earned?

Academic credits granted for the OPME courses are not lost. The credits can be applied to a Bachelor of Military Arts and Science (BMASc) programme through the Royal Military College. If someone was registered for a Diploma of Military Arts and Science (DMASc) and is missing an OPME course, equivalent courses can be completed to compensate. If a person wishes to solely complete the OPME programme, and had almost completed all the courses (including the two basic ones), they can complete equivalent courses through RMC and request the certificate. More information is available at reference A.

CFCWO
CWO Kevin West

Q **Sir,**

There was a lots of talk last spring with regards that retired military and RCMP members would no longer be permitted to draw out their pension if they would become public servants, was that rule ever implemented?

Thank you

A Thank you for your question. The answer is straightforward - at the present time there are no provisions in the Public Service Superannuation Act that would require a public servant to relinquish their Canadian Armed Forces pension because of their employment with the public service.

CDS
Gen Tom Lawson

The HALIFAX INTERNATIONAL SECURITY FORUM Wraps up

INTERNATIONAL SECURITY FORUM HALIFAX FORUM SUR LA SÉCURITÉ INTERNATIONALE

For three days, defence and security experts and practitioners shared ideas and discussed contemporary topics in international security, emerging world issues, and best practices for delivering important security and defence commitments. Celebrating another year of success, the 5th annual Halifax International Security Forum which wrapped up on November 24 in Halifax, N.S.

The Forum brought together government and military officials, journalists, authors, academics, policy-makers and business leaders for an exciting and challenging three-day conference. The Forum format was intentionally designed to encourage open dialogue between the participants and the leading experts and practitioners on international defence and security.

Forum host Defence Minister Rob Nicholson, declared the conference "a major success." "There was a lot of productive discussion, engaging debate, and new ideas that were shared," he said. "Halifax has proven itself, yet again, to be a welcoming city and gracious host for a world-class event such as the Forum."

This year's Forum was especially timely as it discussed, among other topics, the changing nature of terrorism, the trials and tribulations of a new Pacific Order, the role of technology in wars, and the Arctic.

As the only event of its kind in North America, the Forum has an impressive and unique look and feel. The 300 attendees engaged in open, frank discussions, giving leading experts and practitioners in international security and defence the rare opportunity to discuss and debate these issues under one roof.

This unique gathering, also greatly contributes to advancing Canada's international and defence diplomacy objectives, notably by allowing the Defence Minister, as well as other senior DND and CAF officials, to host bilateral meetings with key counterparts on the margins of the conference.

For information on the panel discussions and conference programme and to learns about the Forum's partners, please visit the Halifax International Security Forum Website (**http://halifaxtheforum.org/**). ◆

MATERIEL

More than just procurement and acquisitions

Employing approximately 4,500 civilian and military personnel, managing a budget of over $5 billion for capital expenditures and national procurement as well as overseeing more than $25 billion plus in capital equipment assets and approximately $6 billion in inventory – is all in a days work for those on the materiel side of the Defence Team.

BROAD ROLES

With three broad roles and collectively being responsible for spending $5 billion in annual defence spending, the Materiel Group is busy to say the least. A key role of Assistant Deputy Minister (Materiel), (ADM(Mat)) is to acquire new equipment to help enable the readiness of the Canadian Armed Forces (CAF).

"This is probably the role most people associate with the Materiel Group. Projects such as CF-18 replacement project, National Shipbuilding Procurement Strategy, Maritime Helicopter project, Chinooks, etc.," ADM(Mat) John Turner. "But there are hundreds of projects being managed by capable, hard working project teams everyday, everything from tents, to the heaters that go in the tents, sniper rifles, tanks, ships to helicopters and fixed wing aircraft."

The group's second role is the in-service support and the maintenance of the existing fleets, with close to $2.5 billion being spent on national procurement activities every year.

ADM(Mat) also enables many of the roles that are executed outside of Mat Group.

"We put out the policy, training and IT systems requirements for example, needed to actually manage the program across the country," said Mr. Turner. "We liaise with industry making them aware of future requirements, and we enable some common procurement activity through a dedicated division (Procurement Services) that manages the provision of contracts and services."

For example the Materiel Group does a lot of work on behalf of the Information Management Group, and is "the interface between IM and Public Works with respect to bringing in new IT – enabled capabilities. And Procurement Services does the very specialized services, like when we get involved in the major operations and we need additional strategic lift. They do that contract on behalf of the department."

THE CHALLENGES

A big challenge for ADM(Mat) is trying to deliver on these very complex projects and programs, with the right sized Materiel Group workforce. "I think Mat Group put in place some very good plans to help manage this challenge," said Mr. Turner. "So we consolidated functions – for example, the Materiel Group campus orderly room."

"In addition we put in place a number of business renewal activities around activities like inventory management to ensure we become as efficient and effective as possible, in the way in which we manage our extensive inventory."

The Materiel Group has also been successful in getting some assistance from the three environments, such as the Army and Navy lending positions to help in the interim.

DEFENCE RENEWAL

Has Defence Renewal changed the way ADM(Mat) does business?

"I think Defence Renewal is a bit of a gift to the Materiel Group, and is a huge strategic opportunity both for us and the Department," he said. "In the broadest sense, the Department is looking at internal processes to find efficiencies and savings that that the Department can identify and then harvesting those savings and reinvesting those savings back into the department – is not a cost cutting exercise, it's an efficiency initiative and it's very much raising the profile of a number of initiatives that the Materiel Group was already pursuing through its internal transformation program."

> *"There are hundreds of projects being managed by capable, hard working project teams everyday, everything from tents, to the heaters that go in the tents, sniper rifles, tanks, ships to helicopters and fixed wing aircraft."*
>
> — John Turner, Assistant Deputy Minister (Materiel)

WAY AHEAD

Mr. Turner sees the Materiel Group continuing on with how they do business. "I inherited a very professional organization that does a lot of tremendous work," he said. "And I just see us staying the course to a certain degree ... to keep delivering on the key capabilities.

"The CT-18 replacement, shipbuilding, maritime helicopter and fixed wing projects are all very high profile projects so we have to deliver on those sort of key projects and do a good job on cost and schedule, while at the same time continuing to move the other capabilities and programs that are equally important."

"We also need to recognize our people as our most important resource," said Mr. Turner.

"We really have to get the right people with the right skill sets doing the right job. We need to do this so our good people are recognized as such and we help them move on and advance their careers, and we need to deal with people that might not be performing to their full potential to help them get back on track."

The ADM sees the need to create an atmosphere where people are actually having a bit of fun while they work.

"We spend too much time at work not to be enjoying what we do, so we need to get the right work-life balance and make sure people don't don't mind getting up in the morning—that they actually like coming to work," he said with a smile. ✦

PHOTO: Mat Group internal Communications team

ADM(Mat) John Turner, this year's National Defence Workplace Charitable Campaign Champion, meets with volunteer leaders at the start of this year's campaign.

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COVER:

Sgt Pascal Johanny (left), an engineer with the CAF Disaster Assistance Response Team, speaks with a member of the Philippines Army during Op RENAISSANCE, in Iloilo city, Philippines.

Photo: MCpl Marc-Andre Gaudreault

FACE OF OPERATIONS

Coordinating disaster relief in the PHILIPPINES

In an area where typhoons are a common occurrence, Typhoon Haiyan hit the Philippines with such force that it took most people by surprise. One of the strongest on record, Haiyan caused landslides and knocked out power, leaving the country's central island region with little to no communication and affecting an estimated 11.3 million people.

In response to the disaster situation, Canadian Joint Operations Command implemented Operation RENAISSANCE 13-1, deploying more than 300 CAF personnel to provide primary medical care, engineering assistance and safe drinking water.

PHOTO: MCpl Marc-Andre Gaudreault

MCpl Stephanie Fauchon, a preventive medicine technician from 2nd Canadian Field Ambulance, Petawawa, analyses water samples from one of the Reverse Osmosis Water Purification Units.

PHOTO: Cpl Alane Mondambeault

Pte Justin Williston, combat engineer with the Disaster Assistance Response Team (DART), cuts a tree blocking the way to Dona Victoria Cortes Dias Memorial School in Pontevedra, Philippines.

PHOTO: MCpl Marc-Andre Gaudreault

Capt Stephanie Smith, nurse for the 1st Canadian Field Hospital, Petawawa, and member of DART, proceeds with the patients.

ARRIVING IN MANILA

One of the first people to arrive in Manila to start coordinating aid from Canadian Armed Forces was Colonel Michel Latouche, the Canadian Defence Attaché to the Philippines posted to Jakarta.

"I was monitoring the storm through the weekend," said Col Latouche. "Then I got the call from Ottawa to push forward from Jakarta into Manila to start preparing the initial disaster response team."

As the hub for the CAF assistance, Col Latouche was in the country within hours of the storm leaving the Philippines, and he had to hit the ground running. His task was to lay the foundation for the assessment team, to have conservations with the people collecting all the damage information, and to link up with the military. But he couldn't do this alone, so he requested help from Colonel Acton Kilby, Canadian Defence adviser to Australia and New Zealand.

"The reason I requested Col Kilby's assistance was the fact that the 12-hour time difference with Ottawa basically creates a 24-hour battle rhythm when you first start trying to coordinate flights and sharing information," Col Latouche said. "I knew I wasn't going to be able to stay awake 24 hours a day for six days."

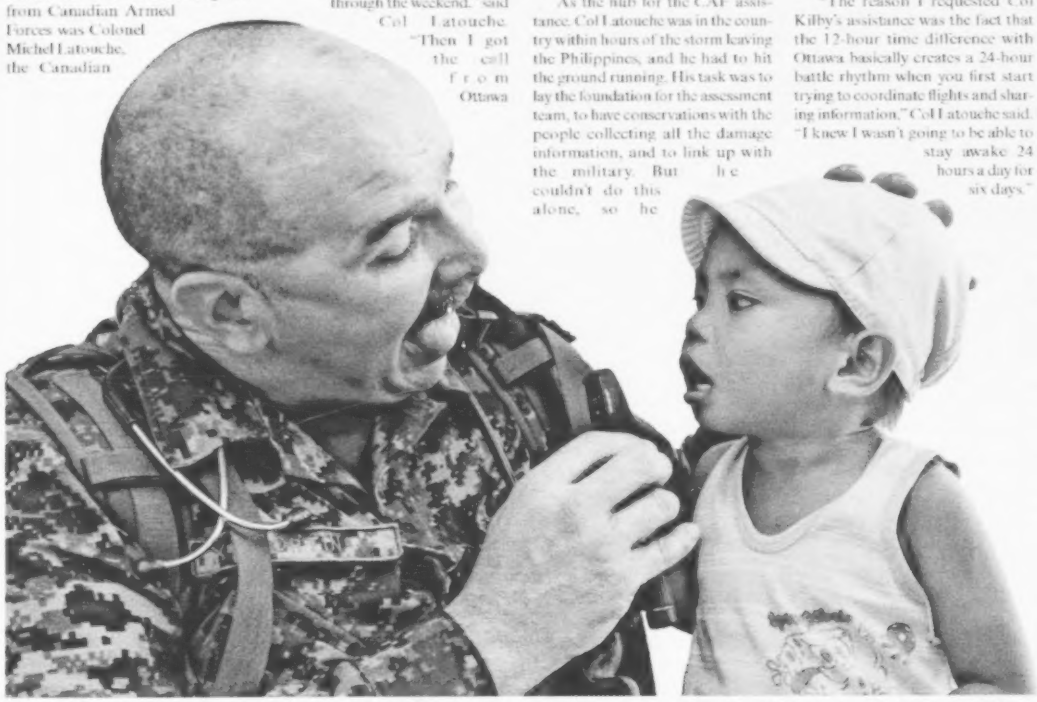


PHOTO: MCpl Marc-Andre Gaudreault

MCpl Stephane Fortin, medical technician for the 2nd Canadian Field Ambulance, Petawawa, and member of the DART, examines the tonsils of a local child in Sara, Philippines.

NETWORKING

Both Col Latouche and Col Kilby feel the networking they do on daily basis—speaking with the military, the coast guard and special forces, and linking with the attaches from Australia, New Zealand and the UK—is key to getting things done quickly.

"The authorities in the Philippines have been amazing," said Col Latouche. "They knew this was bigger than their capabilities, and they accepted help and are working very closely with us to streamline things and enable us to come in and help them. We've been helping one another with support flights, moving equipment… these networks have been very valuable," he added.

CHALLENGES

But disaster relief of this kind doesn't come without challenges—one of which is finding all the people that needed to be linked to have the Disaster Assistance Response Team (DART) precede quickly do its assessment. The production of potable water is one of the DART's most important contributions. The Reverse Osmosis Water Purification Unit is set up and maintained by the Water Production Detachment of the DART Engineer Troop and, under ideal conditions, can purify up to 50,000 litres of safe drinking water a day.

"The road crews, water purification system and mobile medical teams are up and working," said Col Kilby. "But their biggest challenge is the power issues, and if they can

PHOTO: MCpl Marc-Andre Gaudreault

A sign with various cities and points of interests has been installed on a Canadian Armed Forces camp during Op RENAISSANCE, in Roxas city, Philippines.

PHOTO: MCpl Marc-Andre Gaudreault

Locals observe a CAF Reverse Osmosis Water Purification Unit in Dumarao, Philippines.

get power to some of these remote communities, they can do more."

The lack of power is more than about having lights and electricity: it's about getting the water pumps up and working, so small mobile route-clearing teams are helping the communities. "People are still at the point where they are trying to rebuild their house, their little piece of world," said Col Kilby. "They [locals] aren't focussed on clearing the roads, so the DART members are doing the road clearance, which is helping power crews to try and get around. Now, they can focus on some of the more remote communities."

CH-146 GRIFFONS

The arrival of the CH-146 Griffon helicopters has been a much-anticipated event, given their ability to travel to the more isolated communities and help those people who haven't had much help in over a week and half. "The other thing is, they have the ability to lift things ... the Griffons lift and take things to where you actually need them, and give us the flexibly to go into the more isolated spots," said Col Latouche.

Col Latouche added that the assessment team came in, sat down with the Philippine government, and said, 'Here are our capabilities: where would you like us to go?' "And the discussion was a professional back-and-forth about where the need was and where we could best provide the resources," said Col Latouche. "We were working hand-in-hand with the military and the government ... soldiers working together to clear roads, etc. It's been outstanding."

> *"And even though their houses were gone, they were smiling because they were alive."*
>
> —Col Michel Latouche

LENDING A HAND

And morale? Col Latouche tells a story of a Roxas village official who, the day after the storm, was going to the communities, climbing over trees and debris to get to people. "And even though their houses were gone, they were smiling because they were alive."

Though there is a lot of sadness for those who lost family members, Col Latouche said it is surprising how resilient the population is. "They're throwing a lot of effort at this. The crime you heard about in the first couple of days died down quickly, and everyone is really pitching in to clear the streets so vehicles can get through, to moving rubble, and all those downed trees are being put aside so they can be used to start rebuilding things. It's quite impressive to watch this country get back on its feet." ◆

Canadian Army soldiers RETURN HOME FROM AFGHANISTAN

After spending the past six months in Kabul, Afghanistan in support of Operation ATTENTION, soldiers from the 3rd Canadian Division are coming home just in time for the holiday season.

Those returning are a part of the Canadian Contribution to the Training Mission in Afghanistan (CCTM-A) and have diligently contributed to building a more secure and safe environment for the people of Afghanistan.

HOME FOR THE HOLIDAYS

Excited to be home in Edmonton, soon, Master Corporal Emilie Mitchell says she's looking forward to seeing her husband and daughters, ages two and four. "I just missed both of my girls' birthdays," she explains. "But, with internet here, we can do some web chat."

Her husband's "famous risotto" is also something she missed a lot, "I can't wait to go back and have that!" But she noted an Afghan restaurant on the camp that competes with her husband's culinary talents: "how they combine the flavours, the spices, how they use everything to cook a meal. It is quite something."

For MCpl Mitchell, resource management support clerk with the 1st Service Battalion at the CFB Edmonton, this was her first deployment to Afghanistan. She worked as a contract clerk in Kabul, coordinating with local companies the ordering of heavy machinery such asforklifts.

THE CHALLENGES

Like many deployed Canadian soldiers working in a new work environment, MCpl Mitchell had to face certain challenges, including the language barrier. In her dealings with local Afghan companies, she had to be very thorough to ensure important information was not "lost in translation".

HOLIDAY FESTIVITIES

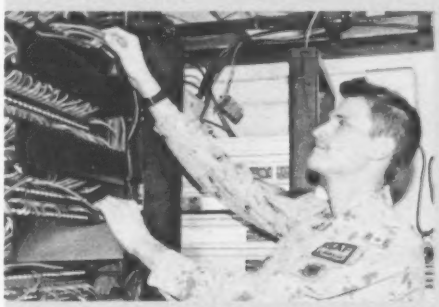
Another Canadian Army soldier who is looking forward to coming home for the holiday season is MCpl Matthew Hall. He says his parents in Moncton, New Brunswick cannot wait for him to return. "I'll be getting home around Christmas time so I'm sure they'll have a lot of holiday festivities planned." He is looking forward to seeing his two brothers who will be there to greet him as well.

MCpl Hall, a signals operator with the 2nd Battalion, Princess Patricia's Canadian Light Infantry at the CFB Shilo, agrees that being deployed to Afghanistan requires an adjustment. "The first time coming to the country is hard because it's a completely different culture. It's a bit of a learning curve to get to know all the systems I hadn't seen before." He was able to adapt quickly, ensuring the operations and communications systems worked properly to support the needs of all CCTM-A members.

MCpl Emilie Mitchell, a resource management clerk with the National Command and Support Element, is looking forward to returning home to Edmonton, to be with her family.

THEIR DOWN TIME

In spite of keeping a very busy schedule working six days a week, MCpls Mitchell and Hall found ways to unwind through physical activities. MCpl Hall picked up ball hockey while MCpl Mitchell played indoor volleyball with her colleagues. "I'm playing volleyball here. I play with Americans, Turks, and Bulgarians; we don't all speak the same language, but we communicate through the language of sport."



MCpl Matthew Hall, a signals operator with the National Command and Support Element, inspects a cable router at Camp Phoenix, Kabul on November 3.

MCpls Mitchell and Hall are a part of the final rotation of Canadian troops to Afghanistan. By Christmas, approximately 275 personnel will remain in Afghanistan. All Canadian Armed Forces members will be home by the end of March 2014.

Nothing compares to this unique experience for MCpl Mitchell and MCpl Hall. They are very proud of what the Canadian troops of the CCTM-A have accomplished in Afghanistan, making a positive difference in the lives of the Afghan people and helping build and strengthen the ANSF. Thanks to the high level of training they received at home and their expertise in their respective fields, both feel they were able to make contribution to the larger effort.

Canadian Army MENTORS Polish Land Forces

The training event, dubbed Exercise BAGRAM XIV, marked the first time — in the 14-year history of the exercise — that Canadian Armed Forces (CAF) participated.

Twelve Canadian Army officers and senior non-commissioned members completed a nine-day training event aimed to certify the readiness of Polish Task Force (PTF) White Eagle Headquarters for a deployment to Afghanistan that is planned for December.

The Canadian contingent, commanded by Major Dominic Leclerc, 5e Régiment du génie de combat, acted in a mentor capacity. Formally referred to as Observer Controller Trainers (OCTs), all members had recent Afghanistan experience and advised along the full spectrum of operations, including planning, information operations, and civil-military co-operation.

Canadian OCTs were partnered with Polish mentors, who together observed and advised the training audience – the White Eagle HQ staff.

The multi-national training event drew approximately 550 members, including soldiers from the US Army National Guard commanded by Colonel Michael Zerbonia.

"For me it is important to improve your capability and compatibility in terms of doctrine and procedures. Complex preparation ensures efficient and decisive decision making when responding to threats," said Polish Brigadier-General Andrzej Knap, 2nd Mechanized Corps and Exercise Director BAGRAM XIV Commander.

The training was computer based and employed simulation. A certification team assessed the PTF White Eagle HQ staff on its ability to plan, command and control operations.

During the training event more than 160 scenarios were exercised. Training was conducted focusing on four pillars: security operations, such as responding to Improvised Explosive Device attacks; administration, such as following proper procedures during repatriation of killed or wounded soldiers; information operations, including countering Taliban propaganda; and retrograde operations, which focused on logistics and redeployment.

"Partnering with Polish OCTs was a rewarding experience. I found that when it came to working through a scenario, my colleague and I had a very similar view on possible solutions. We analyzed the problem with a common understanding, having both served in Afghanistan and performed similar functions," said Maj Sly Falle, Royal 22e Regiment, a Canadian OCT.

"The officer who Maj Falle and I mentored was able to hear and draw lessons learned from two different perspectives but based on common expertise. No doubt this provided him with a richer learning experience, one that he would have not been able to receive had he only been mentored by me alone. My ability to speak in the native tongue helped to bridge the communication gap and together the three of us were able to develop innovative solutions to the scenarios injected into exercise," said Captain Oskar Olenderek, 12 Mechanized Division HQ, Polish OCT.

PHOTO: WO Slawek Tokarz

Maj Adam Siokalo, 12e Régiment blindé du Canada, discusses a scenario with Capt Rafal Kozigrodzki during Ex BAGRAM XIV in Kielce Poland.

DETERMINED DRAGON BREATHES FIRE

PHOTO: MCpl Chris Ackerson

Exercise Controllers gather around a computer console at CJOC as they inject a new scenario into EX DETERMINED DRAGON 13.

Exercise DETERMINED DRAGON 13, recently brought together 63 exercise controllers to test the mental mettle of Canadian and American military personnel through a series of military threat scenarios scanning sea, space, land, air and cyber battlefields.

CJOC ABILITIES

Canadian Joint Operations Command (CJOC) Headquarters hosted the second annual Determined Dragon, October 28 to November 1, to push the limits of conventional military thought. The exercise tested CJOC's ability to respond to notional continental threats keeping them working around the clock for five days.

> *"DETERMINED DRAGON provides an opportunity for this HQ to kick things up a notch."*
>
> —MGen Chris Coates, deputy commander (Continental) CJOC.

"DETERMINED DRAGON provides an opportunity for this HQ to kick things up a notch," said Major-General Chris Coates, deputy commander (Continental) of CJOC. "We spend our days, nights and weekends leading operations domestically and internationally and while nothing's routine, they are all relatively similar in their scope. DETERMINED DRAGON let's us work outside of those parameters allowing us to come together as an Operational Level HQ focusing on some hard questions."

EXERCISE CONTROLLERS

The initial planning for this year's DETERMINED DRAGON took place a year ago following the integration of Canada Command and Canadian Expeditionary Force Command Headquarters. Participants come up against a group of exercise controllers whose average age is 65.

The back bone of the controller team was contracted from the Canadian Army's Command Support Training and Capability Development Centre. "Collectively, they make up the most robust minds we have to exercise this HQ and they aren't holding back," said Tim Baker, lead planner for DETERMINED DRAGON, who himself was a field artillery officer for 36 years. "Although the guys may sport a few grey hairs, they are driving CJOC personnel to the edge this week."

INTERNATIONAL PARTNERS

The exercise was synchronized with American personnel from NORAD, United States Northern Command (USNORTHCOM) and United States Strategic Command (USSTRATCOM) who were conducting their own high-level exercises.

"DETERMINED DRAGON allows us to work with our partners, NORAD, USNORTHCOM, and USSTRATCOM and how we would come together as separate nations with a unified intent to defend our countries and our people," MGen Coates noted.

In total, almost 2,000 personnel from Canada and the US participated in the Canadian portion of the exercise. Regional Joint Task Forces Atlantic, Central and Pacific conducted operations, adding real time elements to the scenarios. The dragon's breath even pushed American and Canadian search and rescue techs out the door to a simulated crash site near the Yukon-Alaska border, forcing them to work together. And on the East Coast, sailors from JTF Atlantic worked with the RCMP and the Canadian Coast Guard to chase the maritime dragon.

REAL OR NOTIONAL?

"It was so real here at CJOC," MGen Coates said. "Looking at what was happening right across the country that we had to ask what was real or notional. We couldn't tell the difference."

In the end, CJOC personnel not only rose to meet Mr. Baker's threats, they slayed his dragon.

"The sky's the limit as to where CJOC will be in the future," said MGen Coates, who observed CJOC during last year's DETERMINED DRAGON, as the senior Canadian officer at Continental United States NORAD Region (CONR) HQ. "The key point is the incredible progress we've made in the last year and the opportunity to go forward through exercises such as DETERMINED DRAGON to expand the capabilities of our people in this organization. They are unstoppable and it's incredible to watch." ◆

UPCOMING DOCUMENTARY ON **FIRST SPECIAL SERVICE FORCE**

Time marches on, but as personnel from the Canadian Special Operations Regiment (CSOR) discovered, few differences are found between them and their predecessors of the First Special Service Force (FSSF).

To capture footage for an upcoming documentary on the FSSF, otherwise known as The Devil's Brigade, members of CSOR accompanied veterans back to Mount La Difensa in Cassino, Italy, the site of a crucial battle of the Second World War.

Mount La Difensa, approximately 960 metres high, was part of the German defensive network, known as the Winter Line. The only accessible route to its summit was up the southern side in perfect view of enemy fire. From their vantage point the Germans launched artillery barrages on any approaching forces, resulting in heavy allied casualties. The FSSF were directed to seize La Difensa on December 3, 1943. Relying on their specialized mountaineering training, they opted to go up the north side of the mountain, replete with sheer cliff faces, jagged rocks and icy conditions. On December 9, 1943 the FSSF were successful in gaining control of La Difensa, resulting in a Battle Honour for the Force and many casualties.

A CSOR operator carefully makes his way up Mount La Difensa in Cassino, Italy. The climbers re-enacted the 960 m climb up the treacherous mountain and toured its summit with the FSSF veterans.

The soldiers of the FSSF were specially selected and trained for direct action missions. Their intensive instruction included close quarter combat, mountaineering, littoral operations, parachute operations, unique weapons and rigorous physical fitness training. "We were there for a purpose and that purpose was expanded through training," says FSSF veteran, Charlie Mann. "The more training you did the more together you were. You realized that the person beside you was as capable as you were and that developed our bond."

Today, this type of specialized and intensive training is found in the legacy of the FSSF - CSOR. "Our Regiment undergoes the same intensive and specialized training geared towards the various missions we accomplish throughout the world," says Lieutenant-Colonel Hank Szelecz, CSOR commanding officer. "Completion of this training is critical as we remain a high-readiness special operations force who conducts and force generates Special Operations Task Forces on behalf of the Government of Canada."

The recent reenactment of the La Difensa climb by members of CSOR allowed current Special Forces operators to experience some of the challenges faced by their predecessors and to also share their modern experiences as SOF personnel with the veterans. Veterans and current operators alike discovered their differences were largely indistinguishable.

"We had the training to prepare us, just like CSOR," says Jack Callowhill, FSSF veteran. "They have different equipment than we had but the principles remain the same."

Watch for the upcoming FSSF documentary to be released in 2014. For further information about joining CSOR visit our Website www.forces.gc.ca/en/operations-special-forces/csor.page

Sgt (Ret) Jack Callowhill of the First Special Service Force (FSSF) atop Hill 720 in Cassino, Italy. Accompanied by members of CSOR, Sgt Callowhill returned to the infamous WWII battle site for the filming of a documentary about the FSSF.

November **ANNOUNCEMENTS**

November saw several announcements made at Defence, benefitting all members of the Defence Team.

November 2

CAF Assisted US Coast Guard in Narcotics Seizure

HMCS *Edmonton*, along with a CP-140 Aurora from 19 Wing Comox, assisted the US Coast Guard in seizing more than 1.1 tons of cocaine over two days in the eastern Pacific Ocean.

November 2

CAF participated in international search and rescue exercise

CAF members from across Canada returned home after conducting a challenging cross-border Arctic joint search and rescue exercise (SAREX) response to a simulated major air disaster in Alaska which took place October 28 to November 2.

November 5

Veterans' Week

Every year, Canadians remember and honour our Veterans – those who have made the ultimate sacrifice in defending Canada's interests at home and abroad. November 5 to 11 marked Veterans' Week, and hundreds of ceremonies and events took place across Canada.

November 7

Canadian Forces Artists Program Event

The experiences of a dozen Canadian artists were discussed at the Canadian War Museum in Ottawa during the biennial Canadian Forces Artists Program exhibit, titled Artists at Work: Art From The Canadian Forces Artists Program.

November 9

CAF honoured with licence plate

The Province of Alberta unveiled a new "Support Our Troops" licence plate during a ceremony at 3rd Canadian Division Support Base Edmonton.

November 11

Queen Elizabeth II accepts Royal appointment

Queen Elizabeth II, has consented to serve as the first Colonel-in-Chief of the Stormont, Dundas and Glengarry Highlanders, one of the most storied regiments in the Canadian Army. Based in Cornwall, Ontario, the Highlanders carry on the proud traditions of the Glengarry Fencible Light Infantry who fought with distinction during the War of 1812.

November 12

Deployment of Disaster Assistance Response Team supported

The Canadian Armed Forces Disaster Assistance Response Team (DART) supports the Department of Foreign Affairs, International Trade and Development, who are leading Canada's response to Typhoon Haiyan in the Philippines. A $5 million financial contribution as well as a commitment to match every dollar donated by Canadians is part of Canada's ongoing commitment to the people of the Philippines.

November 13

New infrastructure at 17 Wing

James Bezan, Parliamentary Secretary to the Minister of National Defence and Colonel Joël Roy, 17 Wing Commander, broke ground on a multi-use facility that will be the new home of several personnel support services for military members and families in Winnipeg. KDR Design Builders' (Commercial) tender was accepted to build the $5.9 million facility on October 15. The entire project will cost $9.8 million and should be completed by early 2015.

November 15

CAF sent additional personnel to humanitarian efforts in the Philippines

A Royal Canadian Air Force CC-150 Polaris, carrying approximately 70 personnel and equipment, deployed as part of the Disaster Assistance Response Team (DART) to the city of Iloilo in the Philippines from 8 Wing Trenton, Ontario.

November 16

CAF deployed three CH-146 Griffon helicopters to the Philippines

Defence Minister Rob Nicholson announced the CAF deployment of three CH-146 Griffon helicopters and aircrew to humanitarian assistance and relief efforts in the Philippines.

November 21

Minister Nicholson welcomed Israeli Minister of Defence Moshe Ya'alon

Defence Minister Rob Nicholson and Israeli Minister of Defence Moshe Ya'alon met for the first time to discuss how to enhance co-operation and build on a growing defence relationship between Canada and Israel.

November 22

Ministers Met and Sign Cooperation Framework on Asia-Pacific Defense Policy

Defence Minister Rob Nicholson, and the U.S Secretary of Defense, Chuck Hagel, met on the margins of the Halifax International Security Forum (HISF) in Halifax, Nova Scotia and discussed the Canada-US defence relationship, and signed the Canada-US Asia-Pacific Defense Policy Cooperation Framework.

Minister of Defence Denmark, Nicolai Wammen (left), Defence Minister Rob Nicholson (centre), and Gunnar Bragi Sveinsson, Ministry of Foreign Affairs, Iceland during a plenary session, at the fifth annual Halifax International Security Forum in Halifax, N.S. on November 23.

For a full listing of November announcements, visit: www.forces.gc.ca.

MY ROLE IN THE CFDS

MY ROLE IN THE CFDS features military and civilian personnel and occupations throughout the Defence Team. Featured profiles use real-life stories to illustrate the dedication, excellence and professionalism of personnel and employees in their day-to-day jobs under the purview of the *Canada First* Defence Strategy.

CAPTAIN TERRY WONG
A HELICOPTER PILOT WITH SANTA'S HEART

Flying the Tutor was like driving an old MGB Roadster, open air and you feel the road, you feel the aircraft," explains Capt Terry Wong highlighting the differences between the three aircraft he's flown in his military career.

"The CF-18 was like driving a Cadillac CTS, all the bells and whistles, a high performance aircraft and a high performance car, completely automated and it just goes. And then the Griffon is like riding a motorcycle: the doors are open in the aircraft and you feel the wind in your face and you're really low to the ground. It's awesome."

As a pilot with 400 Tactical Helicopter Squadron at CFB Borden, Capt Wong's role in the *Canada First* Defence Strategy is to defend Canada, ensuring the security of citizens. As an active duty Air Reservist, Capt Wong flies the CH-146 Griffon in support of domestic and international operations.

EARLY YEARS

"I was four years old when I saw Neil Armstrong walk on the moon and I knew I wanted to fly there," Capt Wong says looking back.

Born and raised in Meaford, Ontario, Capt Wong pursued his boyhood dreams. He graduated from McGill University with a degree in mechanical and aeronautical engineering and had already blazed a trail in the skies. "I was 15 when I started flying with Collingwood Aviation, a licensed aviation organization to train private pilots."

At 17, he gained his private license.

By the end of his first year at engineering school, Capt Wong qualified for both his American and Canadian licenses through the University of North Dakota.

ENLISTMENT

Capt Wong joined the Regular Force in 1989 as a director entry officer, pilot. He roared through his training becoming a flight instructor on the Canadair CT-114 Tutor Jet in 1993 at CFB Moose Jaw. When the Defence department underwent funding cuts the following year, Capt Wong was offered a buy-out to resign. He refused.

Instead, he pursued graduate studies at the University of Regina-University of Toronto and was posted to DCIEM (Defense Civil Institute for Environmental Medicine – now Defence Research and Development Canada) to work within the Medical Assisting Officer Biomechanics (MAO-Bio) occupation where he had a personal stake in his work.

"I went through basic training with a guy named Rich Bailey who perished in a CF-18 accident as a result of the push-pull effect. When I got to DCIEM, I worked with Professor Fred Buick in the development of the Smart G Valve for the Sting Suit which had failed to properly operate for Rich. So we worked on preventing this from happening again."

Capt Wong admits "I never checked out on the CF-18," but he's got no regrets either. We did those research trials in Cold Lake for weeks at a time where I'd go up [in the CF-18] with these blood monitor cups attached to me and we'd push the aircraft to test the G valve."

It was risky business.

"I was up there without a G-suit and we were flying around cranking and banking the aircraft. We collected the data to analyze it back in Toronto. Then we'd return to Cold Lake and do it all again."

400 TACTICAL HELICOPTER SQUADRON

Capt Wong released from the Regular Force in 1999 and back packed around the world for a year. He donned the uniform again in 2003 saying, "I missed flying too much but wanted to stay in Ontario so I applied to 400 Squadron."

He has flown the Griffon steadily since 2005 and was double hatted as the CFB Borden/16 Wing Flight Safety Officer from 2006 to 2013.

Capt Wong's flight duties haven't been restricted to the airspace over Borden as he's been deployed on numerous ops including Operations ATHENA in Afghanistan and TRILLIUM RESPONSE in 2012.

CHILDHOOD CHRISTMAS DREAMS

But the operation he looks forward to most is the one he created in 2006 and has coordinated ever since – Op Ho! Ho! Ho!

"If we're the 'City of Toronto' squadron and wanted to give something the city could benefit from, what's more important to Toronto than Sick Kids Hospital?" thought Capt Wong.

"Santa's too busy to come down from the North Pole before Christmas so we thought if we could collect gifts from the local community and fly in Santa's elves, we could give a present to each child who has to spend Christmas in hospital. It's unbelievable: when we come into the wards and you see the looks on their faces, that emotion just tugs your heart and you know you've made a difference."

Capt Wong is living proof of that statement. If Op Ho! Ho! Ho! is the inspirational outcome of a pilot's life lived through the fulfillment of a childhood dream, then Capt Wong and 400 Squadron will continue to bring hope to children who have little.

"I've got no regrets, I've had an awesome career and I get to fly a helicopter and deliver toys to sick kids for my job. It doesn't get better than that." ◆

PHOTO: MCpl C. Hoare

Capt Terry Wong distributes presents to children at Sick Kids Hospital as part of Op Ho! Ho! Ho! which is the annual fulfillment of his vision to connect Toronto with 400 Squadron.

A simulated chemical attack casualty washes himself of contaminants during the cleansing process at one of the decontamination stations of the 5th Canadian Mechanized Brigade Group Decontamination Company's field facility during Ex FRONTIER SENTINEL 2013

PHOTO: MCpl David Skyjetan Browne

FRONTIER SENTINEL:

Response and decontamination

Over a 1,000 people were part of a training exercise aimed at preparing Canadian Armed Forces (CAF) and other government departments on how to handle a variety of situations involving the defence of North America.

The joint US and Canadian exercise called Exercise FRONTIER SENTINEL 13 took place October 28 to November 1, at various locations throughout the Maritimes, including, parts of the US eastern seaboard. The aim of the exercise was to further develop the interoperability of the forces and other government departments and organizations, such as the RCMP, the Canadian Security Intelligence Service, Canada Border Services Agency and the US Fleet Forces Command.

EXERCISE SCENARIOS

FRONTIER SENTINEL focussed on scenarios involving a major air disaster, a submarine threat off the coast, and a ship possibly carrying illegal immigrants and potentially hazardous chemical products.

The exercise was held in the Joint Task Force Atlantic area of operations with over a dozen Canadian and American organizations participating, including joint sea, land and air resources and an integrated command team.

PART OF EX DETERMINED DRAGON

Ex FRONTIER SENTINEL was part of Ex DETERMINED DRAGON aimed at testing Canadian Joint Operations Command's ability to react to situations involving the defence of North America.

Exercise participants from 5 Canadian Mechanized Brigade Group, CFB Valcartier along with various civilian stakeholders from the Emergency Management Office, the sections in charge of hazardous materials, the police forces and the fire brigades, agreed the materials and equipment currently used make it possible to effectively respond to all types of emergencies. However, this exercise proved that synchronizing responses requires more coordination in crisis situations, pointing out the importance of maintaining decontamination capabilities through the use of joint, interagency, multinational and public training.

Military Families:

THE **STRENGTH** BEHIND THE UNIFORM

Stresses of deployments, military training, operational requirements, and relocations during a military career, can have a direct impact on families which is why families are an integral part of the Canadian Armed Forces (CAF). Their support, commitment and contributions are essential to the success of each military member.

REPORT RELEASE

In early November, the DND/CAF Ombudsman Pierre Daigle released a report entitled "On the Homefront: Assessing the Well-being of Canada's Military Families in the New Millennium". The Ombudsman's report is the result of a thorough review of the CAF's Military Family Services program. It reflects current realities and key challenges facing military families. In the development of the report, the Ombudsman worked directly with the CAF and with families to highlight areas for continuous improvement.

In addition to the stresses of deployments and military training, other operational requirements, such as relocations during a military career, can have a direct impact on families. While the CAF is looking at ways to reduce relocations, the CAF's strategy also includes working with the communities in which military families live, to discuss the challenges families face. Access to child care, health care, employment services and housing, for example, are important issues that the CAF is addressing with community service providers and with local and provincial governments.

PARTNERS

Working with our Military Family Resource Centres (MFRCs), the National Military Family Council, provincial partners, federal institutions, and other private partners, the CAF is revolutionizing the services and programs that are available to you and your families.

MFRCs connect families to important support mechanisms such as comprehensive services and programs including community orientation, second-language services, employment and education assistance, as well as information and support throughout deployment and reunion. These in turn, enhance the ability of CAF members to be operationally ready and effective.

You can access the information, support, and services relevant to you and your family, either in person at your local MFRC, by calling the 24/7 Family Information Line (1-800-866-4546) or online at www.familyforce.ca

Families support, commitment and contributions are essential to the success of each military member.

THREE MONTHS TO A FITTER FORCE

FORCE Program study improves fitness of CAF personnel

If the new FORCE Evaluation and Common Military Task Fitness Evaluation (CMTFE) have the feel of an annual exam, consider DFit.ca as your textbook crammed full of great information.

That's the takeaway message from a recent study by the PSP Directorate of Fitness, which measured how effectively training with DFit.ca helped Canadian Armed Forces (CAF) personnel improve their operational fitness, and achieve better results on both fitness evaluations.

CAF FITNESS TRAINING AND TESTING

Over the course of three months, 18 CAF members experienced all three elements of the FORCE Program, the new approach to CAF fitness training and testing. They worked out with fitness programs generated by DFit.ca, and had their fitness tested regularly with the CMTFE and FORCE Evaluation. Participants transitioned from little to no training, to training five days per week, as required by the Chief of the Defence Staff's Guidance to Commanding Officers.

"I really like the FORCE Program because it requires an overall body training regimen," one participant remarked. "With the FORCE test, you need to work on strength, explosive power and cardio."

Throughout the study, Jacqueline Laframboise, Human Performance Project Manager, communicated with the group online through weekly emails and by monitoring their DFit.ca training logs. "I am so impressed with these individuals," said Ms. Laframboise. "They didn't stay in the study for research, they stayed for themselves, because health and fitness were so important to them. I truly enjoyed watching their camaraderie and support for each other grow as they all worked towards a common goal."

"They didn't stay in the study for research, they stayed for themselves, because health and fitness were so important to them."

— Jacqueline Laframboise

STUDY SUCCESS

The study proved to be a great success, both for PSP and for the participants. PSP received valuable feedback about DFit.ca, which will contribute to ongoing improvements to the Website. Most importantly, participants made significant fitness improvements, resulting in almost all of them excelling at the FORCE Evaluation and CMTFE. While not all participants achieved complete success, as one participant noted, "This is only the beginning, now I know what I have to do to get there."

Beyond meeting the physical employment standard of the CAF, the opportunity to participate in the study also brought about weight loss and a rejuvenated commitment to a healthy, active lifestyle. While there were a few technical glitches and sore muscles along the way – to be expected with all that hard work – participants provided very positive feedback about their experience with the FORCE Program.

"After doing both the FORCE and the CMTFE, I can logically see and understand the development of this testing," said a participant.

"It is amazing how much you can accomplish in a few months," commented another participant. "You will notice a difference in more than just your physical fitness. It improves your ability to concentrate at work, as well as your stamina, and your strength."

Though the study is now complete, the lessons learned will carry the study participants a long way towards maintaining a healthy lifestyle. To learn more, talk to your local PSP staff, and visit **www.cfmws.com/FORCEProgram** and **www.DFit.ca**. ◆

CF SHARED SERVICES GROUP—One Year Later

It has been over a year since members of CF Shared Services Group (CFSSG) brought the organization to its Initial Operational Capability (IOC)—all part of the streamlining of the government's IM/IT services.

IN THE BEGINNING

CFSSG was created in support of Shared Services Canada (SSC)—the Government of Canada enterprise-wide approach to email, network and data centre services. As a result, some DND employees were transferred to SSC, but Canadian Armed Forces (CAF) personnel involved in the delivery of the IT services, for which SSC is now responsible, needed to remain under a CAF military chain of command, resulting in the creation of CFSSG.

As result 204 CAF members involved in the delivery of email, data centre and network services at many bases, wings, and garrisons were placed under the command of one of the four Shared Services Units (SSUs).

CFSSG has fulfilled its mandate to execute command and administration of SSC-assigned CAF personnel. "Our personnel have risen to the unique and rare challenge of creating and building-up a new CAF Group; they worked tirelessly to ensure a successful transition for all personnel and services involved," stated Colonel Martin Girard, CFSSG commander.

DEPARTMENTAL SPONSOR

In addition, CFSSG has become the departmental sponsor for the IT Service Management (ITSM) project. The project is being delivered in two streams: the organizational restructure stream which will provide an enterprise-level vision for the IT service management and service delivery. And secondly the tool and processes stream which will implement an enterprise tool and common IT management processes across the Department.

CFSSG has also continued to support transformation efforts by actively participating as a key stakeholder in the SSC Telecom Communications Working Groups to ensure Defence's operational, tactical, business and technical needs are clearly captured. CFSSG has participated in the government's Email Transformation Initiative (ETI) and will continue to do so.

LOOKING AHEAD

Looking ahead to 2014, CFSSG will reach its Full Operational Capability (FOC) and continue to provide high-quality support to the Defence Team, as they continue to refine and revise the list of IT services; the in-scope SSC services list is an essential component of the SSC transition. Meanwhile, the ITSM project will attain significant milestones, reaching IOC by standing-up the National Service Management Centre and the first Regional Service Management Centre.

The Group prepares to meet the challenges ahead with the same determination that has led to its outstanding accomplishments throughout the past year. ◆

PAPERLESS OPTION FOR 2013 TAX SLIP DELIVERY

For the 2013 tax year, Canadian Armed Forces (CAF) personnel can elect to have their official T4/R1 tax slips emailed to them through the Employee Member Access Application (EMAA).

Members can now log into their EMAA account and elect to receive their official tax slips electronically. With this selection, paper copies will no longer be mailed to home addresses, but rather they will be sent to the e-mail address provided in EMAA.

All members are encouraged to select this option as this change to T4/R1 delivery will ensure that those who elect to receive their tax slips through EMAA will receive their T4/R1 slips at the earliest possible date. By choosing this option, the Department will also save up to $120,000 a year in printing and mailing costs.

For information directly related to EMAA or in regard to setting up an EMAA account, please contact the Human Resources Information Centre (HRIC) in Ottawa at 613-996-3333 (select option 1). For all other general inquiries, please contact your Pay Office.

MAKING DEFENCE CONNEX work better for you

Defence Connex is already promoting collaboration across the organization and we are only just beginning to scratch the surface with its possibilities.

Defence Connex, housed on the government-wide GCconnex platform employs a number of features to allow all members of the Defence Team to connect with their colleagues and provide them with an opportunity to collaborate and work more efficiently together.

Here are a few tips, which might make Defence Connex work better for you.

TIP 1

Use the Instant Message (IM) option to cut down on emails with your colleagues.

How many one-word emails are sent creating wasted time and email overload? While email is the preferred medium for many professional situations, there are also times when a simple question requires a simple answer, such as, "What time is the meeting?" In this case, maybe a short instant message with a colleague is quicker and more effective.

TIP 2

Start and participate in discussions with colleagues across the country

Use Discussion Groups to ask a question, or to gain a different perspective on a topic.

If you have a question about a policy in the organization but are not sure who to ask, why not post the question on Defence Connex? Not only are you likely to find someone who has the answer, but others might also have the same question.

In addition to this, since the platform allows you to reach members across the Defence Team, it is a great way to bridge the gap between the regions and gain insight from the experiences of others.

TIP 3

Whether it's a working document, or information to give a presentation, post it on Defence Connex!

If you are using GCconnex for a working group, rather then sharing documents through email, upload the file to the GC connex group then hyperlink it in your communications (such as in emails and Word documents). This allows existing members to add comments and for new members to be in the loop with past communications.

As well, regardless of where you need to access the information, as long as you have saved in on the GC connex platform or in your profile, then you will be able to access it. For example, if you are giving a presentation at a different Government of Canada (GoC) building, as long as you can access your GC connex account, you will be able to access the files.

TIP 4

Networking across the Government of Canada

GCconnex allows you to network with employees across government. You can join a group that focuses on a topic you are interested in, then start learning and networking.

As well, with GCconnex you can create a profile for yourself which could include an avatar, contact information, and other information about yourself. This account can travel with you throughout the GoC. ◆

To take advantage of these features, create an account at gcconnex.gc.ca and join Defence Connex today!

More information about Defence Connex, including sign up instructions, can be found on the Defence Team site at dt-ed.mil.ca

EMPHASIZING THE IMPORTANT ROLE OF RESERVISTS

Primary Reservists are located in hundreds of communities across Canada, and the Canadian Forces Liaison Council (CFLC) wants to enhance the availability of reservists for military duties by seeking support of organizations in Canada.

This was a topic of discussion when Scott Shephard, National Chair of the Canadian Forces Liaison Council (CFLC), met with Defence Minister Robert Nicholson for the first time on November 20 in Ottawa.

"I look forward to working with Mr. Shepherd during his tenure as National Chair, and continuing to emphasize the important role reservists play within the Canadian Armed Forces (CAF)," said Minister Nicholson. "Reservists are the "footprint" of the CAF in communities across the country."

TOPICS OF DISCUSSION

The two discussed a wide variety of topics during their meeting, such as expanding communications with senior DND/CAF leadership and ways to promote CFLC programs such as the Employer Support Awards Program, where DND and the CAF recognize agencies that actively support reservist employees. Mr. Shepherd extended an invitation for the Defence Minister to attend the next CFLC Awards ceremony in May 2015, and sought his support in staging the event by encouraging senior military leaders to encourage Army, Navy, and Air Force reservists to thank their employers and/or educators by bringing forward nominations.

"The high level of knowledge, capabilities, and experience of the Reserve Force represent significant investment by both the military and the reservists themselves. The leadership and other skills they now possess benefit both the Canadian Armed Forces and the civilian communities where reservists work and live," said Mr. Shepherd. "I am honoured to continue working with Canada's organizational leaders to highlight the value reservists bring to their workplaces and to enable their continuing participation to training and operations."

PRIMARY RESERVISTS DEPLOYMENTS

Since 2001, more than 4,000 Primary Reservists have been deployed internationally with CAF on operations in Afghanistan, Haiti, and other countries. Domestically, reservists have recently supported other government departments and agencies at events such as the Vancouver 2010 Olympic Games and international G8/G20 Summits, participated in northern sovereignty exercises, and assisted provincial authorities in recovering from natural disasters.

With the support of a full-time secretariat and a national network of volunteers, the CFLC provides opportunities and tools that build strong relationships between reservists and their employers and educators, and promote the value of Reserve Force service by highlighting the returns inherent in their military experience. They bring proven leadership abilities, values such as a sense of duty and teamwork and superior technical and trade skills back to their civilian jobs, while remaining ready to serve their country. CFLC's internal and outreach programs, seek and obtain employer support, resolve conflicts, develop reservist and employer relationships, and recognize the exceptional support of employers and educators across Canada.

The CANSOFCOM mountaineering team at the summit of Mount Logan.

CANSOFCOM COMMEMORATION
OF CANADA'S MILITARY FALLEN IN AFGHANISTAN

Five members of Special Operations Forces Command CANSOFCOM reached the summit of Mount Logan, the highest peak in the country and the second highest in North America. Their mission was one of remembrance and recognition.

20TH ANNIVERSARY

The climb was part of recent celebrations to mark the 20th anniversary of contemporary special operations in Canada with an expedition testing the team's ability to manage risk in demanding conditions. Once at the summit, they took a moment to dedicate a special memorial to Canadian Armed Forces members killed in Afghanistan by planting a mountaineering ice axe inscribed with the names of every soldier who had lost their lives since 2001.

"It was a truly special moment," said climb team member Lieutenant-Colonel Kevin Morton. "We felt privileged to reach the summit given only 25 percent are successful. And we were elated, as we had been on the mountain for almost three weeks, had pushed through some bad weather, and were lucky enough when presented a small summit window to be in a position to crest it. But the pinnacle was positioning the memorial axe which was an appropriate dedication to those who never came home."

THE MARKER

The ice axe placed at the summit was personally handmade by Captain Philip Illman and his son Chris. "I didn't realize the impact the experience would have on me," said Capt Illman. "Originally, I thought it would be about reaching the summit with thoughts of me and my son working together to create the axe but in the end it was about placing the memorial axe."

The climb team whose average age was 49, departed their base camp on the Quintino Sella Glacier in the Yukon's Kluane National Park and over a next two-week period, they ascended the 6,000-metre peak where they experienced extreme temperature changes, high winds and heavy snow.

"Endeavours such as these, where a seasoned group of CANSOFCOM mountaineers are pitted against a significant physical and mental challenge, showcases enduring warrior spirit," said LCol Morton. "It is about the motivation to start such an undertaking and the perseverance to complete it. Yet as important as summiting was, it was more about paying homage to the fallen in a fitting manner." ◆

NEW WINGS COMING TO THE CAF IN 2014

Canada's newest aircraft fleet isn't going to make heads turn at Canadian air shows, but it will receive a hearty welcome at selected Canadian Armed Forces (CAF) units across Canada.

As a result of a competitive procurement process completed in August, Canada has selected the RQ-11B "Raven B" from Aerovironment Inc. as the standard Miniature Unmanned Aircraft System (MUAS) for the CAF. The Prime Contractor delivering and supporting the Raven B systems is MacDonald, Dettwiler and Associates Ltd. of Richmond, BC.

Although the advantage of having a MUAS capability within field units has been understood for years, obtaining that capability has been a deliberate process to ensure the solution was both operationally suitable and affordable.

The Intelligence Surveillance Target Acquisition and Reconnaissance omnibus project conducted two earlier MUAS competitive procurements to satisfy Unforecast Operational Requirements (UOR). The first UOR competition in 2005 delivered the Elbit Systems "Skylark" that served operationally in Afghanistan and provided a training capability in Canada from 2007 to 2009. The second competition in 2010 provided the Prioria Robotics "Maveric" systems that served operationally in Afghanistan and in a training capacity in Canada from 2010 and 2011.

Each Raven B system has a hand-held Ground Control Station (GCS) and a notebook computer-based GCS. Some flight planning and data management functions can only be performed on the larger notebook computer-based GCS, but once the parameters have been established the hand-held GCS will conduct all stages of flight operations including launch, controlling the aircraft in flight, receiving and displaying the video and data from the aircraft, and landing the aircraft. If the operator team has a requirement to conduct continual surveillance of a site they can use the second GCS to launch an aircraft and fly it to the mission site, then switch aircraft and bring home the aircraft that was launched first.

Each Raven B system also includes two aircraft complete with payloads, enough batteries for the conduct of 12 hours of flight, one spare payload, and the typical spare parts required to maintain the system for 100 operational flights.

The Raven B uses a Digital Data Link (DDL) for both the command and control signals to the aircraft, and the video and telemetry data downlink from the aircraft. The Raven B DDL is resistant to interference, and can ensure that unauthorized personnel don't intercept and view the aircraft video.

The aircraft payload concurrently carries both a colour video camera for typical daylight operations, an infra-red (IR) video camera for typical night operations, and an IR pointer which the operator can use to point out items of interest to IR-equipped vehicles and troops on the ground. The ability for the operator to switch between colour and IR video on the fly to compare colour and IR images of a scene significantly enhances the system ability to operate during the transition between day and night conditions, and to detect hot spots such as body heat and camouflaged equipment not obvious to the colour camera during daylight operations. The stabilized camera installation and the digital image processing provide the operators with a high quality stable image that is not tiring for the operators while they are conducting surveillance.

The first Raven B systems will go to the Combat Training Centre for the Canadian Army Centre of Excellence for Unmanned Aircraft Systems at the Royal Regiment of Canadian Artillery School (RRCAS). The selected RRCAS staff will first be trained to operate and maintain the Raven B systems, and will subsequently train to qualify as system instructors. Once the initial cadre of instructors is qualified, the RRCAS will assume the responsibility for all MUAS operator training in the Canadian Army.

As operator training is completed for each unit, additional Raven B systems will be distributed to combat arms units. The current plan calls for the distribution of 35 to 45 systems to regular force artillery, armoured and infantry units, and the program has the option to buy up to 90 systems to fill training, operational and depot stock requirements to 2020 and beyond. ◆

Keep Merry and Carry On!

The holiday season is upon us again; time for fun, festivities and taking care of your well-being.

Sleigh bells ring! Invite your holiday guests to participate in an outdoor activity prior to enjoying a special meal. This could include something as simple as a walk around your neighbourhood revelling in all the Christmas decorations or tobogganing with the kids.

Deck your home, not the emergency department! Take safety precautions when using a ladder and to avoid spending your holidays in the hospital: never stand higher than the second rung from the top of a step ladder or the fourth rung from the top of an extension ladder; avoid overreaching; and make sure your shoes are not slippery.

Be seen! During the Christmas season and throughout the year, you will look particular festive if you exercise with "lights on". This year, why not buy a loved one a visibility product as a gift. Safety vests, flashing safety lights, luminescent bands, hand held flashlights and head lamps are all excellent options for exercising in the dark.

Tis the season! Use a paper calendar for the month of December to record holiday activities and to not overschedule yourself and your family. Practice patience, go with the flow and accept that some activities, like shopping, will take longer.

Time well spent! Focus on what is important during the holidays, such as spending time with the people you care about. If conflict arises, stop what you are doing and focus on what the other person is saying.

Share the cheer! Create a new tradition by inviting someone whose family and friends are far away to share in your holiday celebrations.

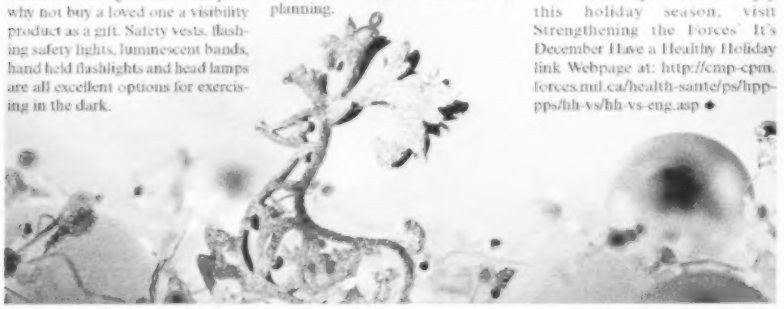
Be a responsible host. Offering non-alcoholic beverages, serving food and helping guests plan to get home safely should be part of your party planning.

Celebrate with style. Pace your alcohol intake at parties and other social events. Set a limit for your alcoholic consumption; drink slowly; have food with your cocktails and alternate with non alcoholic beverages.

Make healthy recipes part of your entertaining! For your next social gathering, remember that there are lots of treats that can be made with vegetables, fruit, lower fat dips and desserts.

Indulge in moderation! No need to deprive yourself of the foods that you really love. Strike a balance with healthier meals on non-festive days. Use smaller plates to reduce your portion sizes. Be mindful of your hunger; when you feel full, stop eating!

For more tips on how to enjoy this holiday season, visit Strengthening the Forces' It's December Have a Healthy Holiday link Webpage at: http://cmp-cpm.forces.mil.ca/health-sante/ps/hpp-pps/hh-vs/hh-vs-eng.asp ◆



It's December Have a Healthy Holiday...

CARELESS CANDLE USE INCREASING CAUSE OF FIRES

Candles are actually a rising cause of fire. Every year, a growing number of people are killed or injured because they are careless with them. By following these guidelines, you can reduce the risks that come with using candles.

USING CANDLES SAFELY IN YOUR HOME

Keep these safety tips in mind whenever you use candles at home:

- put them on a heat-resistant surface – and be especially careful with night lights and tea lights, which get hot enough to melt plastic; TVs are not fire-resistant objects
- make sure they are held firmly upright by the holder so they won't fall over; the holder needs to be stable too, so it won't fall over either
- don't put candles near curtains, or other fabrics or furniture - and keep them out of draughts
- don't put them under shelves - make sure there's at least one metre (three feet) between a candle and any surface above it
- keep clothes and hair away from the naked flame –
- if there's any chance you could forget a candle, lean across or brush past it, put it somewhere else
- candles should always be sited out of the reach of children and away from areas that pets can get into or it them
- leave at least four inches (10 cm) between any two candles
- extinguish candles before moving them and don't let anything fall into the hot wax, like matchsticks
- don't leave them burning – you should extinguish candles before you leave a room; never go to sleep with a candle still burning and never leave a burning candle or oil burner in a child's bedroom
- use a snuffer or a spoon to put them out - blowing them can send sparks and hot wax flying – and double-check that they're completely out and not still smoldering

The Canadian Forces Fire Marshal urges you to follow these simple tips and wishes everyone a happy and safe holiday season.

ASK THE EXPERT

Winter Motivation

Q: I never have trouble getting outside to exercise when it's warm but when the temperatures drop in the late fall and winter, I find it very hard to motivate myself to stay active. Every winter I put on weight and every spring, I literally have to "work my butt off." Do you have any advice on how to break this cycle?

Ms. Fairweather.

A: Dear Ms. Fairweather:

Many Canadians have the same problem and are frustrated because they end up living an active lifestyle 50 percent of the year and the rest of the time they hibernate watching hockey and waiting for the snow to melt.

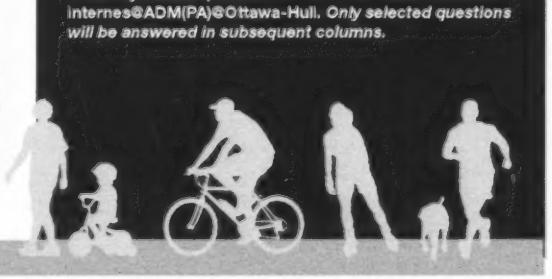
While hibernation ensures the survival of some animals, research shows that a regularly active lifestyle is extremely important for the maintenance of people's long term health and fitness. This is true regardless of where you are posted or what the weather is like. Since you can't change the weather, here are some strategies you can use to stay active this winter:

1. **Embrace the season** – winter offers many incredible fitness opportunities that are usually not available any other time – snow shoeing, cross country skiing, skating, hockey, broomball, curling, etc. Give them a try, you may be surprised how much fun you have.
2. **Wear the right clothing** – the clothing industry offers a wide variety of light, warm, sweat wicking, breathable, windproof clothing that make exercising in the cold much more enjoyable. In the right clothing many people are able to run, walk, hike and even cycle all winter long.
3. **Do an indoor sport** – many communities offer indoor soccer, basketball, volleyball, fitness classes, swimming, etc.
4. **Make use of your base/wing fitness centre** - they have excellent indoor training facilities, offer fitness classes, organize sports leagues and have a knowledgeable staff.
5. **Make use of your home** – many people have treadmills, spinning bikes, elliptical machines and mini-gyms in their home but never use them.

The bottom line is that unless you have four months of annual leave there is no escaping winter in Canada. Give the above strategies a try and you might find you don't put on any weight this winter and next spring you won't have to work your butt off so you can fit back into your swim suit. Exercise is medicine!

Answer provided by specialists in the Directorate of Force Health Protection.

Send any related questions to: +Internal Communications internes@ADM(PA)@Ottawa-Hull. *Only selected questions will be answered in subsequent columns.*



DEFENCE ETHICS PROGRAMME / PROGRAMME D'ÉTHIQUE DE LA DÉFENSE

Defence Ethics Programme

Is it just me?

Corporal Dan Smith, Cpl John Bloggins and Master Corporal Corporal Guy Couture work in the same office for office manager Tom Oscar. Over morning coffee a frustrated Cpl Smith discusses his work situation with Cpl Bloggins, who is also a friend.

"Aaargh! I can't stand it anymore. When is Mr. Oscar going to wake up and smell the odour?" exclaims Corporal Smith.

"I mean, Master Corporal Couture is regularly late," said Cpl Smith. "Takes long coffee and smoke breaks. I mean, who smokes anymore!?"

"He's disrespectful of us corporals and, to make matters worse, he's a clock-watcher for his subordinates. If we're even a half-minute late after lunch, he pounces and issues warnings or, worse, extra duties."

"I get that MCpl Couture apparently did awesome on his last operation, and has been anointed the unit's golden child ...but come on!," said Cpl Smith.

"Mr. Oscar can't be clueless about MCpl Couture's behaviour. We've been back from ops eight months now! Why doesn't Mr. Oscar take corrective action?"

"Have you told anybody in the chain of command?" said Cpl Bloggins.

"Heck, no! And upset the apple cart? It doesn't work like that in our unit," replies Cpl Smith.

In Cpl Smith's eyes, Mr. Oscar is failing in his duties as a supervisor and a leader.

DEFENCE ETHICS FEEDBACK

If we accept Cpl Smith's comments at face value, this scenario raises several issues.

MCpl Couture is clearly not following the rules, regularly late and disrespecting subordinates and should be disciplined in some manner. What's more, taking action against subordinates for behaviour that he himself models for them is duplicitous. The "DND and CF Ethics Plan" that implements the "DND and CF Code of Values and Ethics" directs our command teams (military and civilian) to model and demand the best ethical behaviour.

It is not apparent to Cpl Smith that Mr. Oscar is attempting to deal with MCpl Couture, yet this may not be the case. Mr. Oscar may in fact have an issue with MCpl Couture's behaviour and performance, and could be quietly and tactfully attempting to deal with it. If Mr. Oscar is not aware of the misbehaviour, then he is failing in our Code's call for Excellence. Or if Mr. Oscar is aware of these failings and is unable or unwilling to deal with MCpl Couture's behaviour, he may be failing in the Code's requirement for Integrity and Courage.

Finally, the DND and CF Ethics Plan, directs command teams to work to create a reprisal-free environment where employees can report wrongdoing and/or openly discuss ethical concerns, whether real or apparent. Cpl Smith and all DND employees and CAF members should feel confident about using the many avenues open to them to address such workplace concerns.

Reader feedback is welcome at: **+Ethics-Ethique@CRS DEP@Ottawa-Hull.**

RCAF OFFICER COMPETES IN 35TH IRONMAN WORLD CHAMPIONSHIPS

The Canadian Armed Forces (CAF) values athletic competition as a means to keep physically fit, boost morale, and enhance leadership skills. The CAF is proud of its sports program, where 20,000 participants compete at military bases and wings, as well as regional, national and international competitions through the International Military Sports Council.

This year marked Captain Joel Maley's second year of participation in the original Ironman competition, held in Kona, Hawaii. He recounts his experience in this article.

THE BEGINNING

The Ironman World Championship in Hawaii is considered the most prestigious long-course triathlon in the world as it was the birthplace of Ironman. There are only two ways to enter it: by qualifying at other Ironman races and by winning a special lottery.

In May, a family road trip brought me 10,000 kilometres across North America to a half Ironman (also known as Ironman 70.3™ which refers to the distance in miles covered during the race) competition in St. George, Utah, a full Ironman (about 226.3 kilometres) in Texas, and to Ottawa Race Weekend in Ottawa, Ont.

At the Utah competition on May 4, I secured a position in the 2013 Half Ironman World Championships in Henderson, Nevada (part of the Las Vegas metropolitan area), on September 8.

SECURED POSITION

And at the competition in Woodlands, Texas, on May 18, I secured a position in the coveted Ironman World Championships in Kona, Hawaii, on October 12.

I also set a new Ironman personal best in Texas – nine hours, nine minutes – and placed second in the male 30 to 34 age group out of 256 athletes and 17 overall in a field of almost 2,100 athletes.

After qualifying to the Ironman World Championships in Kona, Hawaii, I received sponsorship for the championship through the Personnel Support Programs office at 4 Wing Cold Lake, Alberta, my unit, the Western Region Sports Office and the National Sports Office.

The day of the event starts early. The professional men and women started at 6:30 and 6:35 a.m. respectively, and the "age groupers" hit the water at 7 a.m. for the infamous mass start that begins almost every Ironman race. I'm normally a middle of the pack swimmer and that's where I ended up for the 3.8 kilometre swim. I finished it in one hour and nine minutes.

The 180 kilometre bike ride was next. With scorching heat and blistering head and crosswinds, the ride was difficult but I completed it in four hours and 49 minutes. And coming off the bike, I was ahead of my time from my 2012 Ironman World Championships in Kona last year by 27 minutes. I felt great.

GOING TO BE MY DAY

But the beginning of the run, I started to feel light headed. Then my breathing felt tight and my legs didn't want to turnover. I pushed myself through the first eight kilometres but knew at the 16 kilometre mark that this was not going to be my day. My body had reached its limit and would not go any further. However, I resolved to finish even if it meant walking. Finally, after more than two hours of walking, I mustered the energy to run again. I was thankful to just complete the race.

A finish time of 10 hours and 35 minutes was not what I had hoped for as I finished 977 out of 2,134 participants, but I shaved seven minutes from my swim time and 20 minutes from my bike time. ◆

CANADIAN RANGERS **HONOUR** FIRST WORLD WAR VETERAN

Fort Hope Junior Canadian Rangers lay flowers at the headstone of First World War veteran Private Isaac Goodwin.

Personnel from the 3rd Canadian Ranger Patrol Group (3 CRPG) travelled to the abandoned Hudson Bay settlement at Old Fort Hope to honour a First Nation soldier from the First World War, Private Isaac Goodwin.

The Last Post Fund provided a headstone and base for Pte Goodwin, which weighed over 272 kg. The headstone was shipped by land to Pickle Lake and flown into Fort Hope in late September.

Thirty people including Canadian Rangers, Junior Canadian Rangers, 3 CRPG staff and members from the Eabametoong First Nation (Fort Hope) attended the ceremony. This was no easy trek as the group braved high winds and choppy water to travel the six kilometres across Eabamet Lake. Once on shore, it was a 500 metre walk through swampy terrain and a steep embankment to reach the cemetery.

"It was a very significant event," said Lieutenant-Colonel Matthew Richardson, commanding officer, 3 CRPG. "It is important to remember our past while we continue to serve into the future. Having a ceremony such as this will ensure that our veterans' contributions to our country will never be forgotten."

Pte Goodwin grew up in the First Nation community of Fort Albany on the James Bay coast. He enrolled in the Army in July 1917 at the age of 21 and was sent overseas where he served in France. After the war he settled in Fort Hope until he passed away in 1979 at the age of 84.

"It is an honour that our community recognizes the contribution that Isaac Goodwin did for his country," said Elizabeth Atlookan, Chief of the First Nation. "I am very glad that our Rangers, members of the Army and community members were able to travel to the old settlement to honour Isaac's memory."

Sergeant Harry Papah, patrol commander of the Eabametoong Canadian Ranger Patrol organized a work party to ensure the headstone was transported across the lake and erected before winter arrived.

"I am very proud that our Rangers were able to place the headstone at the old settlement," said Sgt Papah. "This ceremony has special meaning to me as I am honoured to find out that I am related to him." ◆

Lt Steve Juillet of Military Police Services is presented with the Close Protection Specialist Skill Badge on November 5 in Ottawa by the CF Provost Marshal, Col Rob Delaney.

A PROUD DAY
FOR CLOSE PROTECTION

Specialist members of the Canadian Armed Forces (CAF) will now be recognized for their unique services similar to combat divers, parachutists, special operations assaulters and those with other special skills.

As of November 5, members of CAF protective services can now proudly wear a Protective Services Specialist Skill Badge on all orders of dress in accordance with CAF dress regulations.

The badges were presented by the Canadian Forces Provost Marshal, Colonel Rob Delaney to members of the Canadian Forces Protective Services Unit and other Military Police members who hold the Close Protection specialist qualification.

Close Protection is defined as the dedicated level of protection provided by specially trained individuals to a person who is specifically or generally under threat of assassination, kidnapping or other illegal acts committed by terrorists or criminals.

If the idea of protecting a VIP in a high threat environment appeals to you, why not consider applying for a position as a Close Protection (CP) operative? The CP program is currently open to the Military Police branch, Regular and Reserve Force, and is seeking physically fit, dedicated and mature professionals for potential deployment into high risk theatres of operation. If you are interested in this opportunity please contact Military Police Selection and Training at: +NCR Selection and Training@VCDS DPM IT&E@Ottawa-Hull

SPECIALIST SKILL BADGE FOR PROTECTION SERVICES DESCRIPTION:
The sword is taken from the Canadian Forces Protective Services Unit badge. The griffins, which have the body of a lion and the head and wings of an eagle, represent the power of the lion and the good eyesight of the eagle, two qualities personified by Protective Services specialists. They symbolize military courage, boldness, leadership, strength and intelligence. Griffins are also known to be good guardians and protectors, thus reflecting the "all around protection" of the generals, diplomats and government officials protected by the Protective Services specialists. Their number signifies teamwork. The Royal Crown symbolizes service to the Sovereign, while white and red, the national colours of Canada, symbolize service to the country.

Defence Connex

WHAT'S NEW...
Blog from the Defence Youth Network on Blueprint 2020: What it means to me

"Who is better positioned to provide ideas about the workplace than those who are directly impacted? And as a young professional, I am being asked to contribute to shape the workplace that I will be a part of."
To read the full blog post, visit Group Blogs on Defence Connex.

QUOTE OF THE MONTH
"What I feel would make a world of difference is a better account of best practices, and a place where the status-quo can be challenged with more effective solutions".

WHAT'S BEING DISCUSSED RIGHT NOW:
- How can we improve procurement in our organization?
- How do you decide which form of communication to use?
- How do you find information at National Defence?

THIS MONTH'S THOUGHT PROVOKER:
Instant Messaging: A comment was made about how instant messaging is commonplace in other workplaces, but is missing at Defence. Could instant messaging be integrated here? How do you see it working?
Visit Defence Connex at dt-ed.mil.ca and tell us what you think.

POLL – Do you agree or disagree with the following statement?
Canada's Public Service is equipped to serve Canada and Canadians now and in the future.
Visit Defence Connex to place your vote.

DID YOU KNOW...
GCconnex offers both an instant message and a chat option.

WHAT'S NEW
Join the new Defence Youth Network sub-group on Defence Connex!

Visit Defence Connex at dt-ed.mil.ca to join the conversation!

I would like to wish a Merry Christmas to all my family and friends in Québec, Canada. I love you. Hugs.

– Cpl Mathieu Paré, Kabul, Afghanistan
Originally from Saint-Jean-sur-Richelieu, Québec –
1 Service Battalion, Edmonton

J'aimerais dire joyeux Noël à toute ma famille et à tous mes amis au Québec, au Canada. Je vous aime et je vous embrasse.

– Le Cpl Mathieu Paré, à Kaboul, en Afghanistan
Originaire de Saint-Jean-sur-Richelieu, au Québec –
1re Bataillon des services, à Edmonton

SEASON'S GREETINGS TO THE DEFENCE TEAM FROM...

MEILLEURS VŒUX À L'ÉQUIPE DE LA DÉFENSE

I would like to say hi to my two daughters, Jessica and Christina, to my grand-daughter, Léa, and to my love, Richard. And to all my family. Merry Christmas and Happy New Year! My thoughts are with you. I love you!

– Cpl Amanda Rousselle, Kabul, Afghanistan
Originally from Montréal, Québec

Je voudrais dire bonjour à mes deux filles, Jessica et Christina, à ma petite fille, Léa, et à mon amoureux, Richard. Et à toute ma famille, joyeux Noël et bonne Année! Je pense à vous. Je vous aime!

– La Cpl Amanda Rousselle, à Kaboul, en Afghanistan
Originaire de Montréal, au Québec

Merry Christmas and happy holidays to all of the good men and women of the Canadian Armed Forces. I wasn't sure what gift to get for you, so I hope a message from me in *The Maple Leaf* was on your list. Because of your hard work and sacrifices, I'm able to celebrate the season by eating and drinking too much. Thank you for keeping Canadians safe at home and for making me fat. Merry Christmas and Joyeux Noël.

– Rick Mercer, Rick Mercer Report

Joyeux Noël et joyeuses Fêtes à tous les braves hommes et femmes des Forces armées canadiennes. Je ne savais pas trop quoi vous offrir, alors j'espère qu'un message de ma part dans *La Feuille d'érable* figure sur votre liste de souhaits. Grâce à votre travail acharné et à vos sacrifices, je peux célébrer la période des Fêtes en m'empiffrant et en buvant à l'excès. Merci d'être là pour assurer la sécurité des Canadiennes et des Canadiens au pays, et pour me permettre d'engraisser. Joyeux Noël et merry Christmas.

– Rick Mercer, animateur de l'émission « Rick Mercer Report »

I have visited many bases across the country throughout my career, and I remain inspired by the dedication and sacrifice made by our fine Canadian troops. To those away from loved ones over the holidays, please know we are thinking of you and your families, and Canadians from coast to coast to coast share great pride in the work you do. Happy holidays!

– Jeff Hutcheson, Co-Host, Canada AM

J'ai visité de nombreuses bases au pays pendant ma carrière et je suis toujours inspiré par le dévouement et les sacrifices de nos valeureux soldats. À ceux qui sont loin de leurs êtres chers pendant les Fêtes : sachez que nous pensons à vous et à votre famille, et que la population canadienne aux quatre coins du pays est profondément fière du travail que vous accomplissez. Joyeuses Fêtes!

– Jeff Hutcheson, coanimateur, émission du matin « Canada AM »

Thank you for all you do and serving our great country of Canada during this holiday season, home and abroad.

May you return home safely to your family and friends and have a very Merry Christmas & Happy New Year.

God Bless you all.

– George Canyon, Canadian Country Music Artist
and Col Cmdt Royal Canadian Air Cadets

Merci pour tout ce que vous faites et pour votre service à notre grand pays, le Canada, pendant la période des Fêtes, ici et à l'étranger.

Puissiez-vous rentrer sains et saufs, retrouver votre famille et vos amis et passer un très joyeux Noël et une bonne année.

Que Dieu bénisse chacun et chacune d'entre vous.

– George Canyon, musicien country canadien et colonel commandant des Cadets de l'Aviation royale du Canada

My heartfelt best wishes to you, our Canadian heroes. While we could never thank you all enough for your service at home and abroad, I do want to wish you and your families the very best for the holidays in health and in heart.

– Beverly Thomson, Co-Host, Canada AM

Mes meilleurs vœux à vous, héros canadiens. Jamais nous ne pourrons vous remercier suffisamment de votre service au pays et à l'étranger. Je tiens à vous souhaiter, à vous et à votre famille, un merveilleux temps des Fêtes. Santé et bonheur!

– Beverly Thomson, coanimatrice, émission du matin « Canada AM »

On behalf of the US and Canadian men and women of NORAD, I would like to wish Happy Holidays to all DND employees and members of the Canadian Armed Forces. Join us with your families on December 24th as we track Santa during his journey around the world!

– Gen Chuck Jacoby, Commander, NORAD and USNORTHCOM "We Have the Watch"

Au nom des hommes et des femmes des États-Unis et du Canada qui composent le NORAD, j'aimerais souhaiter de joyeuses Fêtes à tous les employés du MDN et à tous les militaires des Forces armées canadiennes. Joignez-vous à nous avec vos proches le 24 décembre afin de suivre le père Noël pendant son voyage autour du monde.

– Le Gén Chuck Jacoby, commandant du NORAD et du USNORTHCOM « Nous montons la garde »

It is you, the men and women of our military, that represent Canada's deep-rooted compassion, courage, and commitment. Thank you for your service and sacrifice. Wishing you and your families love, joy and happiness this holiday season.,

– Marci Ien, Co-Host, Canada AM

Vous, les hommes et les femmes de nos forces militaires, personnifiez la compassion, le courage et le dévouement profonds propres au Canada. Merci de votre service et de tous les sacrifices que vous êtes appelés à faire. Je vous souhaite, à vous et à votre famille, amour, joie et bonheur en cette période des Fêtes.

– Marci Ien, coanimatrice, émission du matin « Canada AM »

December comes and the media remind us how stressful Christmas can be. Christmas should be perfect. Snow, but not too much. Turkey cooked so the legs are done and the breast meat isn't dry. Family close, but not so close that we get on each others nerves.

Small potatoes as far as stresses go.

Thousands of men and women in Canada, neither friends nor family of serving men and women, are mindful of the real stresses you endure (not the least of which for some is serving far from home). They are aware of the dangers many of you face in doing your jobs, and are grateful for your service.

I'm just one of them, but I speak for many.

Merry Christmas and Happy New Year.

And thank you.

– Don Ferguson, Air Farce

Quand décembre arrive, les médias nous rappellent combien Noël peut être une source de stress. Il faut que Noël soit parfait. De la neige, mais pas trop. De la dinde cuite de façon à ce que les cuisses soient à point, sans que la viande de la poitrine s'assèche. Il faut nous entourer de notre famille, mais pas au point où nous nous agaçons mutuellement.

En ce qui concerne le stress, toutefois, c'est de la petite bière.

Des milliers d'hommes et de femmes du Canada, qui ne sont ni amis, ni proches de militaires, sont conscients du stress que vous vivez, dont, par exemple, celui provoqué par une période de service loin de chez vous. Ils savent quels dangers vous guettent dans l'exercice de vos fonctions et vous sont très reconnaissants de votre service.

Je ne suis qu'un Canadien parmi tant d'autres, mais de nombreux autres partagent cet avis.

Joyeux Noël et bonne année!

Et merci.

– Don Ferguson, comédien du groupe humoristique Air Farce